



August 2, 2021

Natasha Munshi  
Dean  
Bellarmine University  
W. Fielding Rubel School of Business  
2001 Newburg Road  
Louisville, Kentucky 40205

[nmunshi@bellarmine.edu](mailto:nmunshi@bellarmine.edu)

Dear Dean Munshi:

It is my pleasure to inform you that the peer review team recommendation to extend accreditation for the degree programs in business offered by Bellarmine University is concurred with by the Continuous Improvement Review Committee (CIRC) and ratified by the Board of Directors. Congratulations to you, the faculty, the students, the staff, and all supporters of Bellarmine University.

Bellarmine University has achieved accreditation for five additional years. The next on-site continuous improvement review occurs in the fifth year, 2024-2025. A timeline specific to the school's visit year is available [here](#).

One purpose of peer review is to recognize initiatives that support an environment of continuous improvement of quality programs. As noted in the original team report, Bellarmine University is to be commended on the best practices found on **Attachment A**.

The school should begin to address the concerns identified by the peer review team and CIRC. As part of the next Continuous Improvement Review Application, due July 1, 2022, the school is asked to update the CIRC on the progress made in addressing the concerns listed on **Attachment B**.

Please refer to the [Continuous Improvement Review Handbook](#) for the most current information regarding the processes for continuous improvement reviews. The handbook is evolving and will be updated frequently to provide the latest revisions to the CIR process.

Again, congratulations from the Accreditation Council and AACSB International - The Association to Advance Collegiate Schools of Business. Thank you for participating in the continuous improvement review process and for providing valuable feedback that is essential to a meaningful and beneficial review.

Sincerely,

Linda U. Hadley, Immediate Past Chair  
Board of Directors

c. peer review team

**Americas Headquarters**

777 South Harbour Island Blvd.  
Suite 750  
Tampa, Florida 33602-5730 USA  
Main +1 813 769 6500  
Fax: +1 813 769 6559

**Europe, Middle East, and  
Africa Headquarters**

UP Building, Piet Heinkade 55  
1019 GM Amsterdam, The Netherlands  
Main: +31 20 509 1070

**Asia Pacific Headquarters**

331 North Bridge Road  
#10-04/05 Odeon Towers  
Singapore, 188720  
Main: +65 6592 5210  
Fax: +65 6339 6511

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Bellarmino University

Attachment A

This section provides a brief description of commendations and best practices of the school that demonstrate leadership and high-quality continuous improvement in management education.

- The Rubel School offers a robust and highly effective set of programs and procedures to promote student professional and career development. During the visit, the peer review team discovered an extremely active internship program, with well-structured professional development classes, both at the lower and upper levels, and a strong central career development office at Bellarmine University.
- Students in all business programs have multiple opportunities for professional engagement, including internships, that enhance their academic experience and career preparation. All of these best practices were not highlighted in the continuous improvement review report, and the peer review team recommends the college promote the engagement and impact of these programs.

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Attachment B

This section identifies areas that the school should address during the coming review cycle. Please be prepared to discuss progress made in addressing the concerns in the continuous improvement review application.

1. Prior to its next review, the school should demonstrate it has used its strategic plan to guide its decision making and that the school is, indeed, managed strategically. Prioritizing the goals and ascertaining estimated financial requirements for the goals would assist the school in demonstrating that it makes decisions strategically. (2013 Standard 1: Mission, Impact, and Innovation/ 2020 Standard 1: Strategic Planning)
2. The school should continue the progress made in implementing a mature assurance of learning (AoL) process and inculcating a spirit of assessment in the school culture. Implementing the AoL process across all cohorts and modalities (e.g., the MBA programs) and maintaining the electronic database for all assessment data and consequent changes to curricula as described in the report are critical. (2013 Standard 8: Curricula Management and Assurance of Learning/ 2020 Standard 5: Assurance of Learning)
3. Given the importance of the Engagement, Innovation, Impact in the AACSB accreditation standards, the school should submit a new list of relevant activities which contains more detail and measurements. The Rubel School should engage all faculty and staff in the development of this list to ensure the set of activities is complete and comprehensive. The Rubel School should also develop methods to collect the data and maintain documentation to support/verify the activities.

The Rubel School should clearly define or identify what the Innovation, Engagement, and Impact activities may uniquely be for the school given its mission, strategic plan, and expected outcomes. The strategic plan depicts a path toward differentiation and increased impact. Therefore, the next CIR report should contain Innovation, Engagement, and Impact activities that demonstrate the school's strategic direction and actions. (2013 Eligibility Procedures and Accreditation Standards/ 2020 Guiding Principles and Standards for Business Accreditation)

4. The school should work toward aligning with the [2020 Guiding Principles and Standards for Business Accreditation](#), which will be the basis for the school's next CIR review